



KIBABII UNIVERSITY COLLEGE (KIBUCO)

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS
2014 /2015 ACADEMIC YEAR**

FIRST YEAR FIRST SEMESTER EXAMINATIONS

MAIN EXAMINATION

MASTERS DEGREE

IN

BUSINESS ADMINISTRATION

COURSE CODE: MBA 801/HRM 801

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

DATE: 11TH DECEMBER, 2014

TIME: 2.00-4.00 P.M

INSTRUCTIONS TO CANDIDATES:

Answer Question ONE and any other Two Questions

TIME: 2 Hours

WINDOW ON PRACTICE

In 2008, twenty-five years after it was first planned. Terminal 5 at Heathrow airport in London finally opened its doors to passengers. The total cost of the building was 4.3 billion. The new terminal was exclusively for the use of British Airways who had been planning for several years to move all its existing operations from the various other terminals at Heathrow into Terminal 5 and had gone so far as to contribute 330 million to its flamboyant interior design. The day before the opening an article in the Financial Times reported executives concerns that the look of the place would raise expectations too high, but that it was beyond imagination to contemplate failure' (Blitz, 2008). Yet spectacular failure was what followed.

In the first few days of operation over 300 flights scheduled to depart from Terminal 5 were cancelled, very long queues formed at check-in and transfer desks, while some 28,000 passengers found themselves separated from their luggage. The immediate cost to British Airways was 16 million, but the long-term direct costs were authoritatively estimated to be around 150 million (BBC, 2008a) and there were vast further losses resulting from a deterioration in the airline's already poor brand image.

And why did this debacle happen? It appears that the major reason was simply extraordinarily poor management of people. The major immediate problem arose because the staffs were not properly trained to use the equipment at Terminal 5 and were unprepared when it came to solving the technical 'glitches' that quickly appeared once the baggage handling machinery started operating . In addition long delays were caused on the first day as a result of staff being unable to find the staff car park or get through security screening on schedule. Later on, as flights began to arrive, staff simply failed to remove luggage quickly enough at the final unloading stage' (BBC, 2008b).

Matters were not helped by the persistence over a long period of very poor employment relationships at British Airways. Done and Willman (2008) reported that the failure of the airline to solve this fundamental problem was the real underlying cause of the Terminal 5 debacle. An unnamed Heathrow executive said that they had all been expecting an outbreak of 'fuck' em disease' as the new terminal opened and some staff simply decided 'not to work very hard' British Airways' staff were committed neither to the success of the operation nor to their employer. Goodwill was in short supply, leading staff to be intransigent and uncooperative when effort, positive enthusiasm and flexibility were what were required.

QUESTION ONE

Read the case study below and answer questions that follow (see attached Case Study)

WINDOW ON PRACTICE AT HEATHROW AIRPORT IN LONDON

- a) Do you think it was wise for the Terminal 5 at Heathrow Airport to open its doors to passengers in 2008? Explain (5 marks)
- b) Why was “extraordinarily poor management of people” a very grave issue at Terminal 5 at Heathrow Airport? (10 marks)
- c) What do you think were the problems that faced the Terminal 5 at Heathrow Airport in this case study? Explain (5 marks)
- d) What should have been done by the Management of British Airways to improve employment relationships at Terminal 5 at Heathrow Airport? Explain (10 marks)

QUESTION TWO

- a) Human Resource planning (HRP) is one of the most important elements in a successful human resource management programme. Human Resource Planners face significant barriers while formulating an HRP. Discuss the various difficulties that an HR Manager is likely to encounter in human resource planning (10 marks)
- b) Discuss any FIVE emerging and current issues in Human Resource Management (10 marks)

QUESTION THREE

- a) The CEO of Cooperative Company Limited has invited to familiarize its new staff on the components of a Human Resource Management System. Outline and explain the five key components that should be contained in your speech (10 marks)
- b) Clearly, outline the merits and demerits of External and Internal recruitment as exercised by various companies globally (10 marks)

QUESTION FOUR

- a) The primary objective of HRM is to ensure the availability of competent and willing workforce to an organization. Enumerate and explain the FOUR Objectives of HRM (12 marks)
- b) HR management can be thought of as seven interlinked functions taking place within organizations, as external forces-legal, economic, technology, global, environmental, cultural/geographic, political, and social-significantly affect how HR functions are designed, managed, and changed. Based on this statement, briefly explain any FOUR functions of Human Resource Management to a firm (8 marks)

QUESTION FIVE

- a) Distinguish between:
- (i) Job description and job specification
 - (ii) (5 marks)
 - (iii) Job enlargement and job enrichment (5 marks)
- b) “Job analysis is the most basic personnel management function.” Discuss (10 marks)